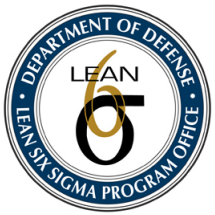


DoD Title 40/CCA LSS Initiative

AoA Team Presentation

October 7, 2008

William May
ASD(NII)/Acquisition

AoA – Customers, Requirement and Impacts

- **"CCA Compliance" Customers:**
  - Congressional Defense Committees
  - Milestone Decision Authority
  - DoD (DCIO, PA&E, PM, PEO, CAE)
- **Minimum Requirements - evidence of a "compliant" AoA:**
  - AoA is completed before other planning activities begin
  - Compliance: Binary determination through D, PA&E assessment.
    - Either adequate or not adequate for compliance
  - Evidence:
    - D, PA&E analyst agrees with AoA document
    - D, PA&E formal review report (favorable)
- **Impact:**
  - Other planning activities (e.g., EA, TDS, TES) will be more effectively and efficiently addressed during planning activities of the program
  - Reduction of negative impacts on cost, schedule and performance

Selection of the best alternative drives other program planning activities

AoA – Key Stakeholders

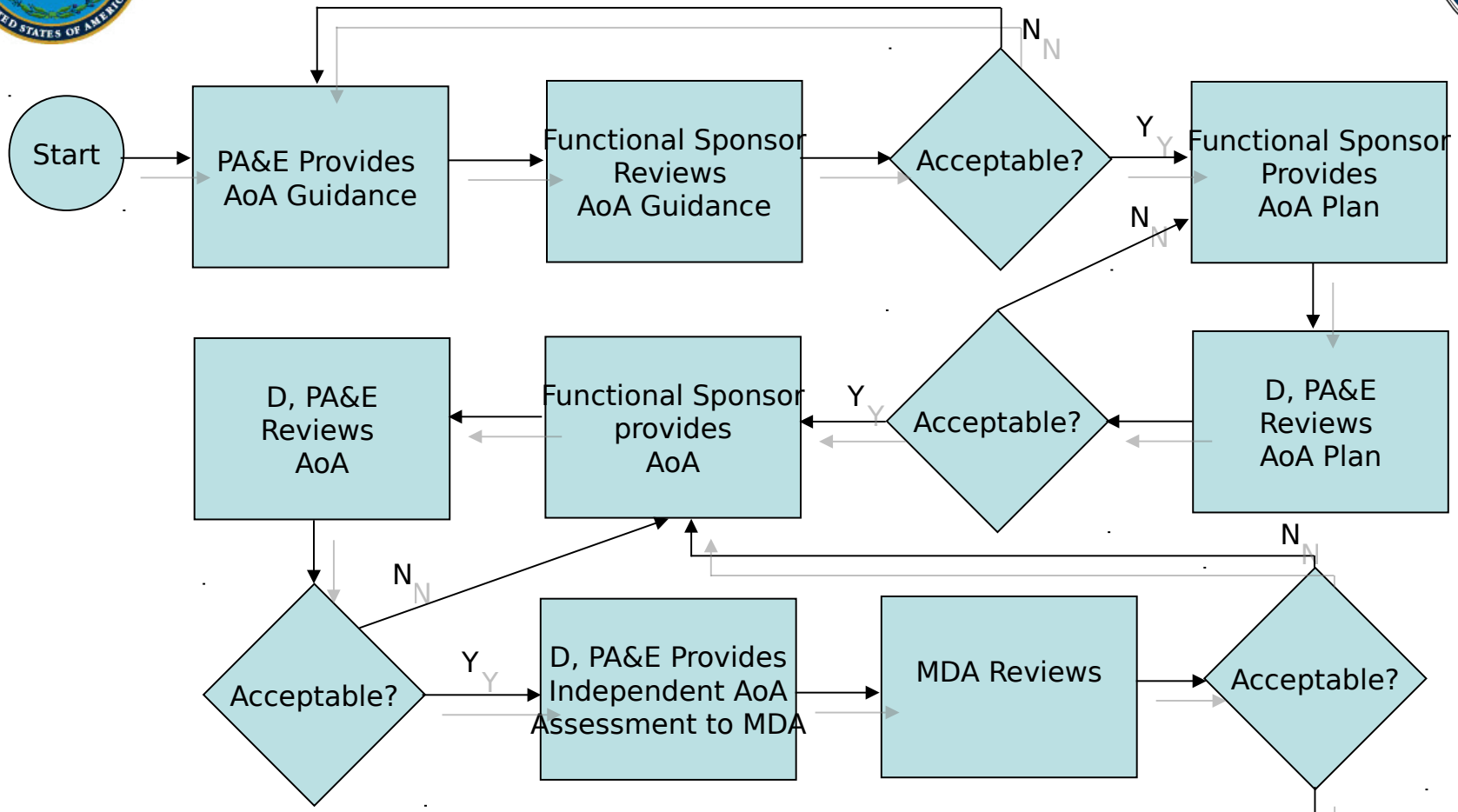
- Key Stakeholders in the ACAT IAM AoA process:
  - Principal Staff Assistant
  - Functional Sponsor
  - Requirements Manager
  - PMO
  - System User organizations
  - D, PA&E
  - DCIO Analyst
  - MDA Analyst

Stakeholder involvement is simple: Do you agree with the functional sponsor's approach and selected alternative?

AoA Process for ACAT IAM Programs

Title 40/CCA Working Team

D M A I C



Average ACAT IAM AoA takes 15 months

AoA – Key Success Factors

- What do “successful” ACAT IAM AoAs have in common?
  - Well-written ICD that defines requirements and solid metrics
  - Early D,PA&E involvement
  - Knowledgeable, trained professionals performing AoA under proactive functional sponsor leadership
  - Component PA&E organization supporting the AoA process
  - Delay other planning activities until preferred alternative selected
  - Components self-identify Pre-MAIS to OSD early in the process
  - Holding a Materiel Development Decision vice proceeding directly to Milestone B

“Success” is an AoA that is completed and approved before Beginning other planning activities

AoA – Critical Content Criteria

- Top-level AoA contents (must be preceded by approved AoA Plan)
  - Introduction
  - Ground Rules
  - Alternatives
  - Determination of Effectiveness Measures
  - Effectiveness Analysis
  - Cost Analysis
  - Cost-Effectiveness Comparisons
  - Organization and Management

Source: Section 3.3, Defense Acquisition Guidebook

AoA – Key Lessons Learned

- Key Lessons Learned in the AoA process:
  - Short, well thought out AoAs are preferred over lengthy "boilerplate" documents
    - Setting AoA page limits should be considered
  - Early Pre-MAIS self-identification to OSD is essential
  - Early D, PA&E involvement is key to good AoAs
  - Working on other planning documents before selecting a preferred alternative is counter productive
  - Knowledgeable, trained professionals are essential
    - Consider AoA team training early in the process
  - Proactive functional sponsor leadership
    - Consider requiring government people to complete DAU CLM 041 and RQM 101 courses

Example documents are good but … IT ALL DEPENDS!

AoA – Barriers/Obstacles/Problems

- ACAT IA functional sponsor comes to OSD with:
  - Preferred alternative already identified
  - Most planning documents well along in planning process
  - OSD staff not previously part of the planning process
- Functional sponsor views AoA as non-value added "paperwork exercise" vice a key planning element
  - "Alternative already selected – just let me buy it!"
- Component seek entry into AMS at Milestone B without really thinking through the AoA and other key planning activities
  - Recent MITRE study showed a direct correlation between increased planning time and lower cost increases

AoA is in the critical path … must precede other planning documents